



# Te Wheke December 2018 issue 44

[http://www.nzno.org.nz/groups/colleges\\_sections/sections/nzno\\_nurse\\_managers\\_new\\_zealand](http://www.nzno.org.nz/groups/colleges_sections/sections/nzno_nurse_managers_new_zealand)

Tena Koutou

2018 has not only sped past it has also been a year of reassessing our direction and listening to our membership, to accurately reflect their needs and that of the NZNO strategic plan.

Our major piece of work has evolved from the 2018 membership survey. This is to establish a national mentorship and coaching programme for our membership. Our survey had informed us that of our membership, in respect to mentorship and coaching 70% want it, 30% have had it and 60% are willing to give it. The sometimes-isolating place of nursing management and the desire to share experience and learn from one another or just have a sounding board outside our own DHB or workplace has spurred us on to develop this programme.

It will be an ever-evolving project that we believe once started will self-direct its own form and shape I am sure we will go down a few dead ends or on occasions need to back up and reassess but we truly believe it's worth both the effort and investment for our membership.

Alongside this we propose to also invest the conference profits made over the years and the section funds back into study days specifically to develop coaching and mentorship skills.

These are just some of the Nurse Managers highlights, activities and achievements for 2018

- We have established and allocated an education grant with a framework in place for the ongoing distribution of these funds to our membership. This has been well received by our membership and to date has granted 4 educational grants and one conference application in 2018.
- We have continued in our commitment to CCNM by DHBs by encouraging and including feature articles in our section newsletter which unpacked the nature of and promoted the CCDM process.
- Another brilliantly successful conference was held in Napier with over 95 delegates.
- Planned Annual regional forums are an ongoing focus that we plan to link in with the mentoring and coaching work we are undertaking with a strong focus on getting out to the regional areas. The goal to host two of these per year around the country with Palmerston North and Northland being our 2019 educational forums. The most last one being in Wellington in May which addressed the Issue of Moral Distress faced by nurse Managers, speaking was Dr Martin Woods an expert in this field.
- Our membership survey was undertaken on May 2018 details of which are reported on in the Newsletters and also act as a compass for conference and regional forum topics.
- Membership has grown to 496. There has also continued to be a strategic succession planning within the committee to grow incoming members prior to experienced outgoing committee members completing their terms, thus safeguarding the knowledge base and maintaining the momentum of the committee's work.
- I would also like to thank and pay tribute to the former and outgoing committee membership. This November we said goodbye to Itayi a former treasurer and Monique our secretary both completing their maximum four years with the committee.
- Our committee is now at a healthy eight, awesome, enthusiastic group of women looking forward to 2019!

On behalf of the committee I would like to extend our wishes for a safe and restful Christmas time for you and your loved ones, we look forward to meeting many of you and supporting you in 2019.

Nga mihi  
Sarah Tweedale (Chair)

## Contents

Committee report	1
Membership Report	2
Education Grant	2
Upcoming events	2
Book review-	
The Greats on Leadership	3
Spotlight Interrogation	4
Spotlight Interrogation	5
NZNO Conference Report	6
South Pacific Nurses Forum (SPNF) Conference Report	7
Career development – Achieving personal leadership Effectiveness	8
Conferences & workshop	9
NZNO meeting dates	9

## Membership/Education Grant

The NZNO Nurse Managers' Section New Zealand membership now stands at 520. We would love to see this to keep increasing so we encourage you all to talk to your colleagues and explain the benefits of belonging to this dynamic and forward thinking section. We recognise that we are all working in challenging environments and within financially constrained Organisation's. This section acts as an advocate for all members, listening to concerns/national trends and looking at ways to improve leadership roles within New Zealand nursing. A new initiative the committee has finalised this year is The NZNO Nurse Managers Section New Zealand Education Grant. This exciting development will enable members of the section to apply for grants of up to \$500.00 each in order to undertake further education. Two grants will be made annually in May and November. Application forms are available on the website with full details of requirements.

Click [here](#) to go the NZNO Nurse Managers' Section website.



Applications are currently open for further Education Grants.



Leadership development opportunities- coaching and mentoring workshops

Christchurch Friday 10<sup>th</sup> May 2019

Auckland Friday 14<sup>th</sup> June 2019

Limited to 16 places at each workshop

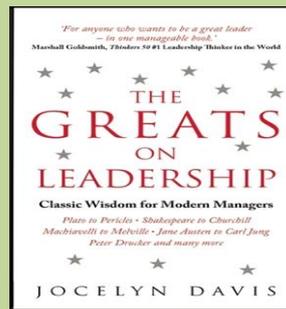
Facilitated by Bev McClelland Organisational Development Consultant

More details to follow and how to apply in early 2019.

Contact: [Debbie.odonoghue@cdhb.health.nz](mailto:Debbie.odonoghue@cdhb.health.nz)

**Purpose:** to support NZNO nurse manager's section members to develop, thrive and grow their leadership, mentoring and coaching capabilities.

# Books, TED talks and websites to read and explore



The Greats On Leadership: Classic Wisdom for Modern Managers by Jocelyn Davis, Nicholas Brealey Publishing, 288 pages, \$29.95, Hardcover, May 2016, ISBN 9781857886399

We know how painful and dull leadership training can be. Most companies of any decent size have leadership development programs that seek to educate their future leaders in the science of motivation and management. Jocelyn Davis flips the standard approach on its head, because:

As the first-century Greek historian and philosopher put it, “education is not the filling of a pail, but the lighting of a fire.”

Rather than a science, Davis teaches leadership as a liberal art. And to do that, she turns to great books.

You don't need a big title or a business degree in order to lead with impact. What you need is practical wisdom: the insight, judgment, and strength of character that all great leaders have, but that most business schools and corporate workshops don't teach. The Greats on Leadership gets you there.

Jocelyn Davis takes you on an in-depth tour of the best leadership ideas of the past 25 centuries, featuring classic authors from Plato to Winston Churchill, Shakespeare to Jane Austen, C.G. Jung to Peter Drucker, and many more. In a style both thought provoking and entertaining, she shows how -history's great writers have always been, and still are, the real leadership gurus.

Davis spells out the behaviours that distinguish true leaders and covers 20 specific leadership topics, including:

- Leadership Traps (Shakespeare)
- Change (Machiavelli)
- Power (Sophocles)
- Dilemmas (Madison, Hamilton)
- Communication (Lincoln, Pericles)
- Personality Types (Jung)
- Motivation (Frankl)
- Judgment (Maupassant, Melville, Austen, Shaw)
- Character (Churchill, Plutarch, Shelley, Joyce)

Each chapter begins with a synopsis of a great work by the author and then draws out the key leadership insights, weaving them together with business examples, the best contemporary research, and tools to help put it all into practice. In the last two chapters Davis presents a new way to think about leadership levels, framing them in terms of the impact you have rather than the title on your business card.

Whether you're a recent graduate or MBA searching for something more inspiring than the standard textbook, a new manager looking for something deeper than the typical how-to book, or an experienced executive seeking ideas to lift you to the next level, this remarkably readable and practical guide will set you on the road to becoming a great leader.

The first part of the books is about getting to “The Heart of Leadership.” After taking charisma off its leadership pedestal, Davis defines “three behaviors that characterize a real leader”: leaders go first, they “step forward when other stay back”; leaders create hope, they “help us see the light at the end of the tunnel, or throw us a lifebelt when we're sinking under the waves”; leaders focus on people rather than policies, systems, and processes. And discusses eight traps leaders get caught in.

She breaks the rest of the book up into four larger parts—on Politics, Battles, Minds, and Judgments—before wrapping it up with a look at The Future of Leadership.

She uses the humanities in an attempt to make business and leadership more human-centered. As she writes:

The working world is hard. While we don't usually ask people to lay down their lives in the course of duty, we do ask them to slog through tedious tasks, bear harsh disappointment with a smile, and stretch to reach ever-tougher goals. The best leaders know that a paycheck alone does not inspire anyone to slog and bear and stretch—not to the extent required. What does inspire is an image in your mind of something lasting, worthwhile, and special of which you are a part. Something, Lincoln says, that's worth a “full measure of devotion”; something, says Pericles, “to feed your eyes upon” from day to day.

And that is what this book offers in spades—something to feed your eyes upon, a rebalancing of perspective, a reminder that it's more practical to think profoundly than pettily. Rather than accept as the “real world,” she sets out in search of a better world through literature, and encourages leaders to make that better world a reality.

## **Spotlight Interrogation, Let's get to know a little bit about each other.**

*This month Spotlight interrogation is dedicated to our colleagues who recently joined us in November 2018.  
Welcome Natasha & Debbie.*

### **Natasha Ashworth**

#### **1. What's your name, what do you do and where do you work?**

Natasha Ashworth – I work for Hauora Tairāwhiti DHB as a Nurse Manager of Long Term Conditions and for the University of Otago as the Programme Lead for the Interprofessional Education Programme.

#### **2. What would you be doing if you were not working at your current job?**

I would be reading a book in my garden on my swing seat or cooking a lovely meal for family and friends – I feel like I should put something more active or healthy in there!!

#### **3. What's the most important lesson you've learned in the last year?**

If you think your job, or world, or life is hard you should step into someone else's shoes as everyone has significant challenges that we know nothing of. It is really easy in healthcare to look at colleagues in other areas and criticise or assume that their road is easier. I recently got the chance to experience several services I had not been involved in before and realised the difficulties that exist everywhere.

#### **4. What characteristics do you most admire in others?**

Compassion and kindness are greatly underrated. However, I tend to most admire the things I am not so people who are more forthright than I am always inspire me.

#### **5. What qualities in you would you hate to see emulated in your employee?**

I really get distressed when people in healthcare start to think more about their own needs than those of the patients. Before we notice it we can start organising our day or our service around what works for us and not for the whanau we are caring for. This often happens when someone is experiencing workload pressure themselves so it is our job as nurse leaders to be vigilant and intervening with support when we see this occurring.

#### **6. If you were to start a company from scratch, what values would you build it on?**

I really admired the core values that we heard about at the recent conference from the team in Alaska – 65,000 voices "WELLNESS".

### **Core Concepts**

**W**ork together in relationship to learn and grow  
**E**ncourage understanding  
**L**isten with an open mind  
**L**augh and enjoy humor throughout the day  
**N**otice the dignity and value of ourselves and others  
**E**ngage others with compassion  
**S**hare our stories and our hearts  
**S**trive to honor and respect ourselves and others



#### **7. If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?**

Oh this is tough – choosing that one person!!! My parents have been a huge inspiration to me, they are kind and caring people not just to their immediate whanau but to the wider community and I have really taken that on as I get involved in a lot of community roles and activities. But my husband has also been this amazing role model of loyalty and respect. OOOOH too tough to choose.

#### **8. When are you happiest?**

My gut response is at home with my husband and two children (I say children they are both taller than me now and nearly both out of the house). But I also feel tremendous happiness when I can provide a new service or improved outcome for patients and whanau. The community in which I work experiences health inequity daily so any time I can contribute my improving service or bringing it closer to home gives me warm fuzzies.

#### **9. What one memory do you most treasure?**

Bizarrely it is a time when my children were quite small and we were out in a restaurant and saw a family consisting of mum and dad and two teenage children enjoying a lovely meal out together. I remember thinking with all my heart that I hoped our children would grow up wanting to be with us and being close as a family. I have that now and I am so grateful.

#### **10. What would a "perfect day" look like for you?**

I get up when I wake up, it is sunny, I have breakfast and two cups of tea bought to me in bed (yes in my perfect day I am a princess). Then we walk the dog on the beach and the family goes for a day trip to Morere Hot Pools where I read my book in the warm water. We finish the day with dinner out.

#### **11. How do you recharge?**

Time with the family does that for me and reading a good book or a glass of wine with friends.

#### **12. What superpower would you like to have?**

EEK – it should be the ability to feed the world really – but actually I would love to fly.

## **Spotlight interrogation** **Debbie O'Donoghue**

### **1. What's your name, what do you do and where do you work?**

My name is Debbie O'Donoghue, I am the nurse manager of the Neonatal Intensive Care Unit, Christchurch Women's Hospital, Canterbury District Health Board.

### **2. What would you be doing if you were not working at your current job?**

Good question; I have always been a worker so still would see myself working. I have also always been a nurse which I am proud of but given an opportunity would like to have another career experience which would be running a small boutique B & B by the sea.

### **3. What's the most important lesson you've learned in the last year?**

To put aside some time to completely switch off from a busy job otherwise you are no good to anyone.

### **4. What characteristics do you most admire in others?**

Kindness, laughter and a positive attitude to life.

### **5. What qualities in you would you hate to see emulated in your employee?**

Being a workaholic, and not getting the lifestyle/work balance we all deserve.

### **6. If you were to start a company from scratch, what values would you build it on?**

"Treat everyone like you wish to be treated yourself"

### **7. If you were to tell one person "thank you" for helping me become the person I am today, who would it be and what did they do?**

My mum, who sadly is no longer with me, she showed me how to be kind, always have a glass half full approach to life, give everything a go and to be able to laugh with others and at one self.

### **8. When are you happiest?**

When I am surrounded by my boys! "my husband, sons and dog"

### **9. What one memory do you most treasure?**

The birth of my two boys.

### **10. What would a "perfect day" look like for you?**

Sun shining, a walk on the beach barefoot, a chat with my son in London, coffee and cake followed by dressing up and a evening of disco dancing.

### **11. How do you recharge?**

A cheeky G & T by the pool.

### **12. What superpower would you like to have?**

To be able to cure cancer I have had so many close to me and dear friends suffer.



# NZNO Nurse Managers Conference 2018 Report

08 & 09 November 2018

Napier

Report by Deb Mason, recipient of NZNO Nurse  
Managers Section Education Grant

I was grateful to be able to attend the 2018 NZNO Nurse Managers Conference in Napier in November, in large part because of the generous \$700 grant I received from the NZNO Nurse Managers Section Education Grant. Without their support I would not have been able to attend. The theme of the conference was Recruitment and Retention and while I don't recruit staff as part of my role as a Duty Nurse Manager at Christchurch Hospital, the programme was extremely relevant, particularly the sessions that focused on Care Capacity Demand Management (CCDM); workforce development; and the many sessions that explored the concepts of fostering a workplace and team culture.



Chris McKenna's presentation on 'CCDM - Are we there yet with safe staffing?' and Sally Houliston's presentation 'The power of data and understanding your workforce' gave a first-hand account of the introduction of CCDM and the software tool TrendCare into Hawke's Bay Hospital over the last three years. The key learnings for me were the importance of nursing leadership; governance in a tripartite approach between the DHB, NZNO and Safe Staffing Healthy Workplaces (SSHW); getting the CCDM Implementation Work Streams right as they are pivotal in informing the CCDM Steering Group; obtaining accurate data sets that determine patient acuity, workload management and workforce planning; and as with any data sets, the information is only as accurate as the data entered, and Chris spoke of the need to build trust with the frontline nursing workforce to get the most out of CCDM. Hilary Graham-Smith, Associate Professional Services Manager for NZNO, gave an overview of The NZNO Strategy for Nursing which identifies Our community; Model of care; Equity; Leadership; and Nursing workforce as key actions and "places nursing at the epicentre of healthcare". Hilary also gave an update on state of play of CCDM and accountability mechanisms (MECA and the Accord) with the Minister requiring a progress report by the end of February 2019. Keynote speaker Dr Kathy Holloway's presentation 'four easy steps to workforce planning' talked about identifying the population that is to be served, what are the key characteristics of that population, what is the level of health care service needed, and what is the mix quantity, skill and competence of the workforce required. The key learnings for me were the importance of context in workforce planning; that we need to train 11% more nurses each year just to keep the status quo; we need to talk about the business of nursing, what we do and how good we are or we risk not being valued;

and the role that the National Nursing Organisations plays in the shaping the direction of nursing in New Zealand.

Dr Kerri-Ann Hughes presented some of her research findings on 'Do registered nurses working in the public health system context value human resource management practices?' The key learnings for me is that measuring nursing outputs and outcomes in a human resource measurement framework is complex; while the intent of CCDM (and software tools to support it) is to make nursing visible, the numbers and drivers that feed it can sometimes be ambiguous so delivery can be misrepresented; and we need to be able to capture the work of the RNs whose work falls outside of those parameters. Viv Bull's session on 'Creating a culture of care in a tough environment' emphasised the importance of a "resilient and agile culture of care" as the foundation for an organisation that sees the value of people rather than the cost of people. The key learning for me is staff engagement.

Keynote speaker Linda Hutchings sessions on 'Getting the right candidate' opened my eyes to how savvy millennials are well versed and practiced in standard interview practices and traditional lines of questioning so an interviewer needs to use a wider variety of interview techniques to get a more accurate portrayal of the candidate. The key learnings for me were the importance of the interviewer identifying the behaviours and values that are needed in the team, and then developing their own set of questions that focus on these; and the concept of 'reverse interviewing' where the candidate is invited to ask the interviewer questions rather than be interviewed in a traditional sense. This technique will often reveal those who are well prepared for the interview, those who can think on their feet and use examples from their practice. Past behaviour is the best indicator for future behaviour.

Linda's other session on 'Having the bold conversation' talked about the New Zealand culture of dislike for conflict and how issues can escalate up the 'spiral conflict' if not addressed in a timely manner. The key learnings for me were the importance of reducing/eliminating 'enlisting', the practice of a complainant seeking out others to support their concern; 'unpacking the problem' early to stop it escalating; being a facilitator not a fixer; and the development of 'psychological safety' in the workplace.

Emma Foster, Margaret Drury; Rosie Rosewarne; David Warrington and Allison Stevenson; and Sonya Smith all gave inspiring presentations on how they assessed the particular needs and culture of their very different work environments and how they made/are making changes to get the best out of their staff and the service they provide. Some of my key learnings from these five sessions were the importance of putting customer ownership, customer service, customer relationships at the centre of service development and delivery; "lead where you stand"; talk to the people; best qualified doesn't necessarily mean the best fit for the team; and be innovative.

Kate McLeary's presentation on 'Mindfulness for Workplace Flow' and Sandra Bee's presentation on 'Building resilience' have equipped me with some valuable strategies to be "fully present on the job" and some skills to strengthen my resilience at work which is particularly useful when we are faced with an ever-changing healthcare environment.

I would like to thank the organising committee for such an interesting, cohesive, and relevant programme and to compliment you on a professional and well-run conference. I look forward to sharing my learnings with my fellow Christchurch Hospital nursing colleagues.



## South Pacific Nurses Forum (SPNF) Conference Report

By Sia Uili

Duty Nurse Manager, Waitakere Hospital



It's a pleasure to be able to write a brief report regarding the 19<sup>th</sup> South Pacific Nurses Forum (SPNF) which was funded by NZNO Nurse Managers committee.

The 19th South Pacific Nurses Forum (SPNF) was hosted by the Cook Islands Nurses Association (CINA) in Rarotonga, Cook Islands. Building on successes from past forums the 19th SPNF brought together nurses from across the South Pacific including Australia and New Zealand to share and debate nursing knowledge and experiences.

Transforming Leadership, Nurses as Change Agents for Non-Communicable Diseases (NCD's) in the Pacific was the theme for SPNF.

SPNF conference welcomed over 300 nurses and midwives from 17 countries, to discuss and explore critical issues for nursing and midwifery in the South Pacific region, and provided an excellent opportunity for our nations to collaborate on continuing strategies and solutions to address these major issues confronting our professions and our communities.

Over 50 papers were presented including keynote speakers based on the following subthemes:

1. Celebrating nursing
2. Development of Health workforce
3. Transforming Leadership in Maternal and Infant health
4. Transforming the Profession of Midwifery
5. Regulating Midwifery and Nursing Profession and Practice
6. Enhancing pregnancy and newborn care
7. Breaking the cycle of NCD
8. Extending the Boundaries – Nursing and Midwifery Leadership Management and Education
9. Health Response to Climate Change, Disasters and Outbreaks
10. Extended Practice and Nurse Prescribing
11. Transforming Nursing and Midwifery Practice

The SPNF biennial general meeting provided an open and collaborative forum for member nations to discuss key issues for national nursing associations, including:

- Workforce recruitment and retention
- Salaries and conditions
- Indigenous representation and voice, in our region and internationally
- Cultural safety
- Climate change.

These discussions culminated in resolutions from the SPNF BGM regarding indigenous representation on the Nursing Now Board and the International Council of Nurses and a nurse adviser within the World Health Organisation Pacific Regional Office.





## **Evidence-Based Nursing**

### **Achieving personal leadership effectiveness**

By Tommye Hinton, MSN, RN, CPHQ, NEA-BC  
Nursing Management • August 2018

**A**scending to nursing leadership is one of the most defining moments of a nurse's career. Leadership comes with many daily expectations and challenges, as well as strategic aims and endless accountability. Therefore, nurse managers must develop a comprehensive personal action plan to ensure success at every level and in all settings.

#### **A stronger you equals better results**

The components are as follows:

- Craft your personal mission statement; become a person who's mission-driven.
- Invest in yourself; advocate for and participate in professional development opportunities.
- Learn the facets of effective communication; be committed to becoming an excellent communicator.
- Demonstrate integrity above all else; strive to be a person of influence by making integrity and accountability
- Learn your personal creed

#### **Develop a personal mission and reflect it in your daily actions**

Your mission statement is about "defining the personal, moral, and ethical guidelines within which you can most happily express and fulfill yourself." Mission statements may change as our profession grows.

#### **Invest in yourself by engaging in development opportunities**

The value of professional development and mentoring programs can't be minimized. Whether formal or informal, the new nurse manager should participate in all available professional development opportunities to ensure successful future outcomes

### **Become an expert communicator**

Good communication is essential for personal leadership effectiveness.

Nurses and other leaders consistently list communication and listening skills as effective leadership attributes when queried.

These individuals utilized various facets of communication, including listening, presenting, coaching, feedback, and spontaneous interaction in sensitive situations. Additionally, they used terms such as "let's talk," "can we talk," or "I have something I'd like to share with you" to engage others in meaningful conversations.

Furthermore, nurse managers with excellent communication skills use various methods to communicate to a team that's on duty 24/7. In addition to traditional methods, such as weekly staff meetings, memos, and a newsletter, other methods, such as huddles, 10-minute briefings, email, and text messaging, can help increase manager effectiveness.

In my opinion, a nurse manager who learns essential interpersonal communication skills and effective communication methods guarantees success in his or her new leadership role.

### **Focus on integrity to be a credible voice**

Becoming a person of influence involves learning and adopting certain behaviours in the organizational culture.

Integrity is a key behaviour in nursing practice.

When you establish yourself as a person of integrity, you become a reliable and credible voice within the professional practice environment. Know the metrics that define your success and stay focused, constantly revising your action-focused improvement plan.

Keep outcomes/results visible to the team to ensure buy-in and support.

Take advantage of organizational colleagues who can help teach performance improvement techniques and strategies. Likewise, always know the status of departmental metrics and be prepared to discuss them when asked by an administrator or in an appropriate committee setting.

### **Responsible and successful**

Achieving personal leadership effectiveness is essential in today's professional practice environment.

Novice nurse managers must take responsibility for self-development and devote the time and attention to becoming a successful leader.

## Up and Coming events

### Workshops, Conferences & Symposium

7 <sup>th</sup> -10 <sup>th</sup> March 2019	Christchurch	Annual Scientific Meeting of the New Zealand Pain society
29 <sup>th</sup> -30 <sup>th</sup> March 2019	New Plymouth	Paediatric Community care national conference

### NZNO Meeting dates

Level 1 Delegate Education	30/01/2019 10:00 a.m	<b>Canterbury Region</b>
<b>NZ College of Critical Care Nurses committee meeting</b>	5/02/2019	Wellington Region
<b>Pacific Nursing Section Committee meeting</b>	8/02/2019 8:00 a.m.	Auckland Region
<b>Central Regional Council Meeting</b>	9/02/2019 10:00 a.m	Central Region
<b>Canterbury Regional Council Meeting</b>	11/02/2019 5:30 p.m	Canterbury Region
<b>Level 2 Delegate Education - Auckland DHB</b>	12/02/2019 8:30 a.m	Auckland Region
<b>Professional Forum - Medicine Management - Christchurch</b>	13/02/2019 8:00 a.m.	Canterbury Region
<b>Midlands Regional Council Management Committee Meeting</b>	13/02/2019 5:30 p.m.	Midlands Region
<b>2019 Greater Wellington Regional Council Meetings</b>	13/02/2019 5:45 p.m.	Wellington Region
<b>Midlands Regional Council Meeting</b>	<b>13/02/2019 6:00 p.m</b>	<b>Midlands Region</b>
<b>Greater Auckland Regional Council Meeting</b>	<b>13/02/2019 6:15 p.m.</b>	<b>Auckland Region</b>
<b>Level 4 Delegate Education - Palmerston North</b>	<b>19/02/2019 9:00 a.m.</b>	<b>Central Region</b>
<b>Professional Forum - Medicine Management – Dunedin</b>	<b>20/02/2019 8:00 a.m.</b>	<b>Southern Region</b>
<b>Greater Auckland Te Runanga Hui</b>	<b>20/02/2019 6:00 p.m.</b>	Auckland Region
<b>Canterbury Te Runanga Hui</b>	<b>21/ 02/2019 5:30 p.m</b>	<b>Canterbury Region</b>
<b>Te Matua a Maui Hawke's Bay Regional Council Meeting</b>	25/02/2019 6:00 p.m.	Hawkes Bay/Te Matau a Maui Region
<b>Level 1 Delegate Education - Canterbury</b>	27/02/2019 10:00 a.m.	<b>Canterbury Region</b>

